



ATTACHMENT A
SCOPE OF SERVICES

REQUEST FOR PROPOSALS
ANALYSIS OF CAPACITY & DEPLOYMENT OPTIONS
FOR THE MILWAUKEE POLICE DEPARTMENT

PROPOSALS DUE BY:

2:00 P.M.
OCTOBER 10, 2006

The City of Milwaukee seeks through a Request for Proposals (RFP) process qualified individuals and firms to perform an analysis of staff capacity and deployment options for the Milwaukee Police Department (MPD). The engagement will apply the Police Allocation Manual (PAM) as a principal methodology. The entity chosen for the engagement may supplement the use of PAM with its own analytic approaches, provided these approaches do not conflict with the application of PAM.

Background and Purpose

Police services represent the City's largest Budget expenditure. This reflects the importance of effective policing to the community and the priority that elected officials and the public accord public safety. Currently there is significant interest in increasing police strength. However, because of the challenge associated with sustaining the present budgetary commitment, not to mention increasing it, the City of Milwaukee is undertaking a Police Staffing Study to (a) help determine the appropriate level of patrol staff for the Department to meet its patrol requirements and (b) help develop deployment strategies that use patrol staff in the most effective manner. The study should recognize the relationships between patrol staff and the Criminal Investigation Bureau and other specialized units in making its recommendations pertaining to patrol staffing.

The City recognizes that determining the appropriate level of Police patrol staffing can't be reduced to a simple numerical formula. For example, research has demonstrated the value of targeting Police resources to areas where crime is most prevalent. The Department's system for prioritizing response to calls for service reflects the need to direct resources where the need is most urgent. However, given limited resources, targeting resources and prioritizing response may lead to reduced police presence in certain areas of the City and to a relatively slower response to lower priority service calls. The ability to be proactive and focused, without sacrificing a reasonable level of response to all calls and presence in all neighborhoods, is the crux of the Police staffing dilemma.

Therefore, the City is defining the questions to be addressed in this Study in terms of "capacity" to provide levels of service to the community. The City intends to have this engagement apply the PAM as a principal methodology for the following reasons:

- PAM is a task-based analytic approach that allows conclusions to be made regarding the difference between the existing level of police patrol staff capacity, and the level of patrol staff required in order to provide desired police service levels. In effect, the engagement will use the PAM in order to develop a "gap analysis."
- PAM provides information that enables the MPD to implement patrol deployment strategies that use available resources most effectively. The engagement should produce a template that the MPD can apply to its decisions to allocate staff.

Proposer Qualifications

Eligible proposers will be those consultants, companies, and institutions that have the following qualifications:

1. Experience and expertise in regard to the operations, structure, and service delivery of modern police departments that operate in heavily urbanized North American settings.
2. Knowledge and experience in the application of the Police Allocation Methodology (PAM) to the analysis of police patrol staff capacity and to the development of police patrol deployment strategies.
3. A demonstrated track record at having advised large municipal police departments and in making recommendations that have resulted in improvements to police patrol operations and management.
4. Ability to involve MPD staff actively during the engagement so that the department has a thorough understanding of the Consultant's final recommendations and can implement them expeditiously.

Scope of Services Deliverables

1. Facilitate the development of performance expectations on critical dimensions for application to this engagement. This effort must involve the Milwaukee Police Department management and the Milwaukee Fire & Police Commission, as well as any other individuals the City chooses to assign. The purpose of these performance expectations is to ensure that recommendations about patrol staffing and deployment are made in the context of level of service, and so that management will be able to estimate the impact that patrol staffing and deployment alternatives have on level of service to the community. This effort should be able to compare the performance expectations used in the study with the performance of patrol staffs in other North American cities that are similar to Milwaukee in terms of population density and crime rates. This effort should also take into consideration the impact that performance expectations will have on crime reduction and citizen perceptions of police responsiveness.

The performance expectations should include the following dimensions:

- Response time to Priority 1, 2, 3, and 4 calls (Specific response time goals for each priority).
 - Amount of time for proactive policing (unobligated time). The development of this expectation should take into account the tradeoffs between proactive policing and response time.
 - Minimum level of patrol visibility in each Police District.
2. Use the Police Allocation Manual (PAM) to document current MPD patrol practices. The purpose of this Deliverable is to help evaluate the adequacy of both existing patrol staffing levels and their deployment to Police Districts and shifts. The consultant chosen for the engagement will use three years' of MPD workload data in order to document the MPD's workload and allocation of staff to that workload. The documentation should include:

- Frequency data regarding the MPD's workload over the last three years, organized according to the Department's call for service codes.
 - An analysis of the distribution of the workload by Police District; day of the week; and the time of day. The analysis should quantify the disparity between workload and available staff by District and by shift. The analysis should take into account MPD's operational objectives and performance expectations, as defined under Deliverable # 1.
 - An estimate of the total patrol staff requirements for MPD under its current District and shift configurations. The estimate should categorize the patrol staff requirements according to administrative, reactive, self-initiated, and uncommitted patrol. The estimate should also include requirements for field supervision of patrol staff.
3. Use the Police Allocation Manual, the performance expectations developed through Deliverable # 1 and the workload analysis that is specified in Deliverable # 2 to develop an optimal distribution of Police patrol personnel by District, workday, and shift. This deliverable should indicate the number of Police patrol personnel necessary to implement the optimal distribution according to administrative, reactive, self-initiated, and uncommitted patrol. The distribution should also include requirements for field supervision of patrol staff.

The conclusions must take into consideration MPD's performance expectations and operational objectives. This analysis must identify any limitations that existing collective bargaining agreements place on the implementation of the optimal allocation.

- A first draft of the optimal distribution should be presented to the MPD management for its review within six months or less of the City's notification of approval to proceed with the project.
 - The consultant shall develop a final draft of an optimal allocation within 45 calendar days of the City's transmittal of its comments and questions regarding the first draft.
 - Deliverable 3 should take into consideration any information that the City may provide regarding the potential reconfiguration of Police District boundaries.
4. Provide Milwaukee Police Department management with a 4-hour workshop on the use of PAM and its application to the Department's deployment strategies. This workshop should take place within three weeks of completion of Deliverables 1 through 3.
5. The consultant selected for this engagement shall present an oral report of all Deliverables to the Fire and Police Commission and the Mayor's Office, and an appropriate Common Council Committee, in addition to the MPD.

6. The consultant(s) selected for this engagement shall present a written report with complete documentation of findings and recommendations pertaining to all Deliverables.

Proposal Requirements & Required Format

Vendors must provide ten (10) 3-ring binder bound hard copies (one clearly marked Original and nine copies) and one electronic copy of their proposal.

In order to enable the City to perform a fair and consistent review of all proposals, proposals must be submitted in the following manner:

1. On the cover page, identify the proposal with the words "Response to Request for Proposals for Analysis of capacity and deployment Options for the Milwaukee Police Department", RFP Number 0000001858.
2. The first page must include the Name and the mailing address of the Vendor, including a name, address, email address, telephone, and fax number for the Vendor's primary contact for this engagement. A distinct reference to the RFP must be marked clearly on each proposal submission copy.
3. Description of the Vendor's Proposed Approach to and Organization of the Engagement
 - In 750 words or less, the vendor should describe the proposed methodological approach to and organization of this engagement. This should include the vendor's understanding of the Police Allocation Manual and any supplementary methods that the vendor shall apply to completing the required Deliverables. This section should include a detailed description of the specific tasks that the vendor proposes to complete the Deliverables, and the timelines, number of hours, and assigned personnel associated with those tasks. Vendors may include Gantt charts in addition to the narrative in order to convey their intended project organization, tasks, and timelines.
 - This section should also describe the information that the Milwaukee Police Department must supply in order for the vendor to complete the required deliverables, and an estimate of the amount of time needed to interview specific MPD personnel in connection with completing the required Deliverables. The section should also describe the formats in which the vendor is capable of accepting data relevant to this engagement and the time required for the vendor to analyze such data.
 - Proposal evaluation will consider the realism of the proposed timelines in the context of the hours and resources the vendor proposes to commit to the engagement.
4. Description of the Vendor's Relevant Experience and Professional Qualifications, Including Those of the People Whom the Vendor will Assign to this Engagement.

- In 1,250 words or less the Vendor should describe its experience in the application of the Police Allocation Manual, with reference to specific consulting engagements or other professional experience that is relevant to completing the required Deliverables. This section should be very specific about the experience and qualifications of the persons the Vendor will assign, as well as how specific responsibilities will be assigned to these persons. If the Vendor intends to employ subcontractors, the qualifications and experience of the subcontractor's personnel to be assigned to this engagement and the responsibilities to be assigned to such personnel must also be described.
- This section should document how the vendor's prior engagements have been relevant to local government decisions regarding Police staffing and budgets.
- This section should also indicate the extent of the vendor's and assigned individuals' experience in making presentations to local elected officials.
- Proposers must provide at least two (2) references for which work similar in scope or subject matter was performed. This shall include the name and address of the reference, the name and phone number of a person to contact, and a brief description of the work that was performed.

5. Cost Proposal

- Vendors should disclose their all-inclusive cost, including expenses, to perform all the Deliverables (1 through 6) listed under the section "Scope of Services Deliverables."

6. Proposal Evaluation

An evaluation team will review accepted proposals using the following criteria and points, which total 100:

- (a) Experience and qualifications of the vendor and of the personnel the vendor commits to assign to the engagement. Comments from vendor references will be included in this portion of the evaluation.: 40 points
- (b) Vendor's proposed approach and organization of the engagement: 30 points
- (c) Vendor's cost proposal: 30 points

MPD-PAM-SCOPE-5